

Project audit "Implementation of the restructuring of the asylum sector and organisational development"

State Secretariat for Migration

Key facts

With the referendum of 5 June 2016, it was decided to introduce the accelerated asylum procedure. The core element is the creation of federal asylum centres in which the concerned offices are brought together. In addition, the division of tasks between the Confederation and cantons/communes is undergoing major changes. The State Secretariat for Migration (SEM) has initiated a project that covers the restructuring of the entire State Secretariat. The target date for the introduction is 1 March 2019.

The Swiss Federal Audit Office (SFAO) examined the steering of the project and the IT support for the new processes. The results show that the project is being adequately implemented despite project steering and IT project cuts.

The introduction of the accelerated asylum procedure is taking place under high pressure and with significant reductions in the degree of automation

With the exception of IT support, project progress on the key points was on schedule on the audit date. From implementation to entry into force on 1 March 2019, there is significant deadline pressure. This is accentuated by resource bottlenecks at the internal IT service provider, the IT Service Centre of the Federal Department of Justice and Police (ISC-FDJP). The timely provision of IT tools and infrastructure remains fraught with high risks.

The problems accumulated in the IT project remained undetected for a long time, which means that the desired degree of automation cannot be achieved by the implementation date. The SEM will no longer be able to achieve the associated efficiency gains as of 1 March 2019. The inadequate IT support for future operations and the processing of project backlogs will entail additional costs. With regard to planning, the SFAO sees room for improvement in the coordination between the SEM and the service provider ISC-FDJP.

In order to monitor the expectations placed on the accelerated asylum procedure, the SEM has developed a monitoring concept. This fulfils the prerequisites for effective control.

The project organisation needs to be improved

The new project organisation was formed with the transition to the implementation phase. The client has implemented neither a position for an overall project manager nor an independent risk and quality management system. The SFAO recommends that the latter be remedied.

The SFAO considers it positive that responsibility for the IT project was handed over to the specialist division from May 2018. The "SEM 2019" project management does not systematically compare the expected performance value. This makes it difficult to assess whether the objectives have been achieved.

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